

# Global Reliance

Air Force Office of Special Investigations

September/October 2004

Vol. 30, No. 5

*We  
Remember  
and Honor*



**OSI agent killed in the line of duty  
supporting Operation Iraqi Freedom**

see page 4



## More than just a reserve force — a driving force

**By Brig. Gen. Eric Patterson**  
*Commander*



Even before the war on terrorism, OSI played a vital role in protecting our nation at home and abroad. Still, the past few years have demanded that we must rely on one another and work effectively as a team — and what a team OSI has become!

Our dedicated cadre of officer, enlisted and civilian agents, support personnel and contractors has proven itself time and time again, while securing many accomplishments and successes. However, an often-overlooked driving force on this team — the OSI reservist — has also stepped up to the plate in our country's cause. The Total Force Concept has pulled OSI Individual Mobilization Augmentees from their families and civilian jobs. These men and women have been a pivotal part of the command's involvement in the Global War on Terrorism and our ability to keep progressing forward. I am very appreciative to all our reservists who support us now or have supported us in the past. As such, it is my distinct pleasure to thank a dedicated team of folks that gave us so much and continue to do so every time the need arises. These individuals with their unbounded potential have continually availed themselves to our needs. The sacrifices made by their families must also be acknowledged.

Although mobilization has ended, IMA support to the command continues unabated. IMAs are volunteering to deploy right along with our active duty members and civilians to locations such as Iraq, Afghanistan, Cuba and any other location where their experience and expertise are needed. In fact, a reservist is heading up our Project Task Force known as PROTAF, which provides a much-needed reach-back capability for our deployed forces. In addition, our Plans and Readiness Division was led by an IMA and the majority of the staff in the division has been filled by IMAs for the past couple years. This command could not accomplish the outstanding things we have achieved without IMA support, and we will continue to rely on the IMAs as we continue to tackle our mission requirements and taskings.

Our agency's lanes of responsibility have blended into those of other federal and state law enforcement agencies making it clear how we

must all work together and share information in a combined front against the terrorist threat. It's this sharing of information and drive to succeed demonstrated by our reservists that has provided many of our triumphs over the past few years. For example, a number of our reservists hail from those agencies in their civilian jobs and they are able to help identify and facilitate our progress toward these mutual interests. What a testament to the value these remarkable individuals bring to the table.

Some other examples of successes attributable to our reservists include two bronze star recipients: Special Agent Rosenthal for support to the Coalition Joint Task Force in Bagram, Afghanistan and SA Irvin for support to the Counterintelligence Task Force, Fort Belvoir, Va., for assistance provided while embedded with the Army in Afghanistan. Both of these individuals provided mission support under extreme circumstances. In July, an IMA was the team chief during a protective service detail in Baghdad, Iraq, when the team started taking hostile fire. The convoy continued to its destination finally reaching the safe zone with damage to the OSI vehicles, but all personnel including the dignitary were safe and unharmed. At least six grenades and significant small arms fire hit this OSI PSD convoy. This IMA was lauded by his entire team for being calm, cool and collected while under fire.

In an effort to improve our awareness and access to IMA unique skill sets, I asked our Director of Reserve Affairs Col. Constance Taylor and her staff to spearhead an effort to create an IMA Skills Database system allowing the command to identify IMAs as requirements dictate. Additionally, Reserve Affairs has developed two Web sites that allow all IMAs to access valuable information relating to their OSI career. This was an issue repeatedly requested via my Suggestion Box, so I'm happy to say it has finally come to the point of unveiling. The Web sites can be viewed using the following Web addresses: from an OSI local area network system at [www.afosi-web.ogn.af.mil/re/](http://www.afosi-web.ogn.af.mil/re/) and through a public system at [www.public.afosi.amc.af.mil/re/index.asp](http://www.public.afosi.amc.af.mil/re/index.asp). The information and content on both sites will be almost identical, but necessary screening and removal of privacy act information is required for public access. The Web sites will become one of the primary communication links to the IMAs

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# Agent gives the ultimate sacrifice

*Civilian agent killed in the line of duty in Iraq*

By Master Sgt. Carolyn Gwathmey

Editor

***“Rick gave his life — the ultimate sacrifice — while serving his country. He was a proud American, which is evident in how he worked his entire adult life serving his country. Rick is our hero — we will never forget him.”***

— Brig. Gen. Eric Patterson, OSI commander

Special Agent Rick Ulbright was killed in the line of duty Aug. 8 while deployed to Iraq. SA Ulbright passed away as a result of injuries sustained during a rocket attack at Kirkuk AB, Iraq. SA Ulbright, a civilian agent, was deployed in support of Operation Iraqi Freedom from the 33rd Field Investigations Squadron, Andrews AFB, Md. As a Certified Department of Defense Psychophysiological Detection of Deception Examiner, SA Ulbright's skills were invaluable to the OSI mission.

“Rick was a direct contributor to the success of military operations and the collection of accurate intelligence information,” General Patterson said at the Aug. 13 memorial service held at Andrews. “He was a hero to all of us.”

SA Ulbright volunteered for a tour of duty with the 24th Expeditionary Field Investigations Squadron, Al Udeid Air Base, Qatar. This assignment required travel through high-threat areas in Iraq to conduct polygraph examinations for criminal investigations and force protection issues in support of the 24th EFIS and the Coalition Provisional Authority.

“Although Rick wasn't assigned at Kirkuk, he frequently traveled here to support our efforts. He would come for three to four days at a time, where he would work with us, live with us and share good times with us. Then he would move on, as polygraph examiners are in high demand in this theater,” said Lt. Col. Gilkeson, Expeditionary Det. 2410.

“The night of the attack, Rick was working quietly at his computer, finishing up some paperwork from a polygraph exam he had conducted earlier. It was my sense that he needed to step outside and go to our building next door to fetch something he needed to complete his work,” Colonel Gilkeson said. “Sometime while he was outside, Rick was

struck down. Although Rick was alone at the time of the attack, he didn't die alone. We were able to talk to him, offer him comfort and pray with him.”

SA Ulbright graduated from Borah High School, Boise, Idaho, in May 1973. He attended Boise State University from September 1974 until May 1977 and enlisted in the Air Force in August 1977.

SA Ulbright began his Air Force career as a small helicopter maintenance technician at Kirtland AFB, N.M. In June 1982, he was assigned to Det. 3, Aerospace and Recovery Squadron, Grand Forks AFB, N.D. While serving at Grand Forks, he completed his Bachelor of Science degree in Criminal Justice.

SA Ulbright joined OSI in August 1986 and became a certified polygraph examiner in November 1992. He retired from active duty in July 1998 and returned to OSI as a civilian special agent in August 1998. SA Ulbright was assigned as a polygraph examiner at the 33rd FIS where he conducted examinations supporting various military and federal investigative organizations.

“Rick Ulbright was a team builder, team player and a mentor for all members of the 33rd Field Investigations Squadron,” said Col. Jackson, 33rd FIS commander.

SA Ulbright was posthumously awarded the Bronze Star, the Outstanding Civilian Career Service Award and the Defense of Freedom medal.

SA Ulbright is not the first OSI special agent to die in the line of duty. Three others came before him, they are:

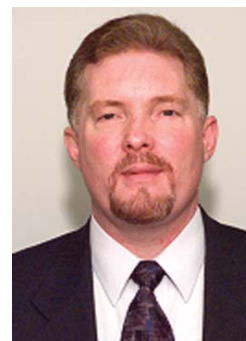
## ***Special Agent Harrison D. Pulliam***

SA Pulliam graduated from Central Union High School, El Centro, Calif., in 1975. He enlisted in the Air Force in 1977 as a small arms specialist.

In 1982, Pulliam was selected for a special duty assignment with OSI. In August 1985 he earned a bachelor's degree, was commissioned a second lieutenant and joined the ranks of OSI as a special agent.

SA Pulliam's commissioned career began in 1985 at District Office 10, Randolph AFB, Texas. Shortly thereafter, he was transferred to Det. 1040, Randolph AFB, to serve as the operations officer.

In 1987, SA Pulliam was selected for training at the Department of Defense Polygraph Institute, Fort McClellan, Ala., where he became a certified poly-



SA Rick Ulbright

*Brig. Gen. Eric Patterson presents Mrs. Karen Ulbright, SA Ulbright's widow, with one of the medals the agent was posthumously awarded. SA Ulbright is survived by his wife and two daughters, Misty Wilkinson and Brea Ulbright.*



photo by Mr. Mike Hastings

graph examiner. He returned to DO 10 to serve as a polygraph examiner until June 1988, when he was reassigned to OSI District Office 19, Travis AFB, Calif.

In August 1992 SA Pulliam reported to Det. 541, Ramstein AB, Germany, to serve as the chief of the Counterintelligence Investigations Team and the operations officer for OSI's largest field unit.

SA Pulliam was serving as the detachment commander, Det. 322, Fairchild AFB, Wash., in 1996 when he volunteered to deploy to Det. 245 (Provisional), Ahmed Al Jaber AB, Kuwait. He arrived in Kuwait Aug. 21, 1996, where he conducted special security activities and protective service operations in a high-threat environment. On March 2, 1997, SA Pulliam was killed in an automobile accident. SA Pulliam was posthumously awarded the Meritorious Service Medal, Second Oak Leaf Cluster, for his service in Kuwait, and the Meritorious Service Medal, First Oak Leaf Cluster, for his service at Fairchild AFB.

### ***Special Agent Raymond R. Round***

SA Raymond Round graduated from Aurora High School, Aurora, Minn., in 1956. He enlisted in the Air Force in 1958. After graduating from Jet Fighter Mechanic School at Amarillo AFB, Texas, he was assigned to the 85th Fighter Interceptor Squadron at Scott AFB, Ill.

In 1964, SA Round was accepted for duty with OSI and graduated from OSI Basic Course 64-F in September 1964. In July 1969, SA Round completed Thai language training and received an assignment to Det. 5105, U-Tapao Airfield, Thailand. There was an extensive criminal ring operating in Thailand at the time, involving black market activities, narcotics sales and theft of Air Force supplies. SA Round diligently pursued the criminal elements in the area, making several enemies among the ringleaders.

On the evening Sept. 12, 1970, as SA Round was returning to his housing compound, two Thai nationals riding a motorcycle followed him into his driveway and ordered him out of his vehicle at gun-

point. Upon exiting the vehicle, SA Round was shot twice in the head. Though officials initially suspected robbery as the motive for the killing, a review of his investigative files revealed it was likely a "contract" killing for SA Round's disruption of the criminal network around U-Tapao Airfield.

SA Round was posthumously awarded the Bronze Star medal for his service in Thailand.

### **Special Agent Lee C. Hitchcock**

SA Hitchcock graduated from Riley High School, South Bend, Ind., in 1958. He attended Purdue University, where he joined the Air Force ROTC program. He graduated from Purdue in January 1963 with a Bachelor of Science degree in Industrial Economics and was commissioned a second lieutenant in the Air Force.

After serving at Norton AFB, Calif., SA Hitchcock was assigned as an agent trainee for Det. 1703, Davis-Monthan AFB, Ariz. He graduated from OSI Basic Course 65-B in June 1965, first in a class of 29 agents. SA Hitchcock then returned to Davis-Monthan AFB to work general investigations.

In November 1966, SA Hitchcock was assigned to Det. 5003, Da Nang AB, Republic of Vietnam. In February 1967 he reported to Det. 5008, Pleiku, Vietnam, to serve as detachment commander. The detachment personnel lived and worked in a villa in Pleiku City, approximately eight miles from the air base.

In the early morning hours of Sept. 10, 1967, the OSI villa came under attack by Viet Cong guerrillas. They shot the South Vietnamese sentry in front of the OSI building and mounted a 20mm rocket attack directly against the villa, hitting SA Hitchcock's bedroom just as he was moving toward the door. He died shortly thereafter from wounds sustained in the attack.

SA Hitchcock was posthumously awarded the Bronze Star with "V" device for consistently demonstrating professional ability, sound judgment and great enthusiasm for his duties and associated responsibilities. He was also awarded the Air Force Commendation medal. In 1968, The Lee C. Hitchcock Award, given to the student attaining the highest scholastic average at the OSI Special Investigations School, was named in his honor. The Hitchcock Award was later changed to represent the OSI Officer Special Agent of the Year.

*Ms. Christy Williamson, OSI historian, contributed to this article.*



# Operation HILLbilly Hustle

## *Hill agents make largest drug bust in base history*

**By Special Agent Gardenhour**

*Det. 113*

Valentines Day wasn't quite what it is cracked up to be for some Airmen at Hill AFB, Utah. Instead of waking up to a home-cooked breakfast in bed, flowers and candy many received a 6 a.m. wake up call to report to work immediately.

The Airmen weren't called in to celebrate the romantic holiday, but rather to do something extremely unromantic — tinkle in the little plastic cup. That's right it was a urinalysis recall.

"It was not your typical 'druggie round up,' we (Det. 113) kicked off Operation Hillbilly Hustle, the largest drug bust in the history of Hill AFB," said Special Agent Cunningham, Det 113, Superintendent.

The leadership at the 388th Fighter Wing and the 75th Air Base Wing recalled approximately 350 personnel from the 649th Munitions Squadron, the 75th Logistical Readiness Squadron and the 34th Aircraft Maintenance Unit for a no-notice inspection which included a urinalysis due to concerns raised regarding safety resulting from intelligence obtained by Det. 113.

"It all started with a street-smart kid who loved the Air Force and wanted to better his county," said SA Johnson, Det. 113. "We recognized his motivation, coupled with his access to one of our targeted units and recruited him to be a confidential source."

Det. 113 had various bits of information regarding a group of weapons and fuels troops involved in the use of marijuana, ecstasy and mushrooms. With a confidential source in place, Det. 113 obtained evidence on a drug ring they began working in the summer of 2003.

"One of the targets supplied our CS with two grams of cocaine and just over a gram of methamphetamine," said SA Loyd, Det. 113. "Now, this was just one of 10 military targets we knew of, so there was a lot more work to do, but now that our CS was 'in,' we expected other evidence to quickly follow. In order to build the best evidence and thwart any potential alibi's to rationalize weak prosecutions, we sealed up the investigation with an Undercover Operation, using an agent hand-picked from another state-side detachment for a period of less than six months."

The agents became concerned their main target was getting suspicious, so they decided to push to make things happen.

"Our thought was to gather as much information and evidence as we could utilizing our CS, and then we would lean toward a real short undercover operation, lasting approximately two to four weeks, just to cinch up the last few deals before a blow-out bust," SA Loyd said.

This operation garnered very significant command interest, especially after Hill AFB leadership went to OSI on several occasions with their own suspicions regarding the drug problems.

"We simply said we were working the issues, but with our munitions depot being the largest in the Air Force inventory, and with most of the targets in that area, you can understand how that could make people nervous," SA Cunningham said. "We believed the base command would be patient to a point, but we understood we would need to head toward wrapping up the whole target crew by the end of January 2004, to get those personnel out of sensitive areas in as timely a manner as possible."

When agents at Det. 113 realized they were coming to a stand still in the evidence collection



Det. 113 photo

*SA Huntsman, in civilian clothes, Det. 613, and SA Chaffin, Det. 113 conduct a drug raid at Hill AFB, Utah.*

process, they called upon Reg. 1 and the Operational Enhancement Specialists at headquarters to assist in finding the perfect undercover agent to gather additional evidence on their targets.

A cover story was developed and the wheels were set in motion. Within two days of the detachment's request a UCA was identified and within 10 days the UCA was in place and ready to rock and roll.

"We worked with the CS to introduce the UCA at a party and the rest is like a made for TV movie," SA Loyd said. "The UCA immediately immersed herself into the target area and in less than two hours after meeting a few of the targets, she identified several additional targets, both military and civilian, and even bought marijuana from one of them."

Throughout the course of the next two weeks, the UCA identified and obtained evidence on eight additional targets: five military and three civilian; bought mushrooms, marijuana and ecstasy; and witnessed the use of cocaine by logistics troops and munitions personnel less than one hour prior to reporting for duty.

Det. 113 agents had to work quickly and discreetly with wing leadership to ensure mission and operation safety and security.

"Success followed with the individuals being pulled out of duty for other jobs without the operation being compromised and the targets getting suspicious," SA Cunningham said. Operation Hillbilly Hustle culminated at 6 a.m. on that cold Valentine Saturday. Ultimately, the operation revealed a ring of maintenance troops, munitions troops, and fuels troops were using and distributing narcotics.

"They would smoke marijuana, pop ecstasy pills and snort Lortab capsules whenever someone would get prescribed them after dental surgery," SA Loyd said. "Others even snorted cocaine or used other drugs shortly before coming to work and in three cases, cocaine was used in the presence of children."

In concert with this inspection and urinalysis recall, the detachment apprehended 16 potential subjects identified through this operation. The 75th Security Forces Squadron supported the operation, providing the Emergency Services Team to assist with apprehension and transport via bus of the subjects to Det. 113. Once at the detachment, OSI agents and security forces investigators interrogated the subjects.

During the recall at the Hill AFB Consolidated Club, the agents gave a short lecture on drug abuse and its impact on readiness and encouraged those with knowledge of narcotics use to come forward at that time. An addi-

tional 15 witnesses came forward voluntarily and were transported to 75th SFS, where joint OSI and SFS teams interviewed them.

Additionally, because three military members used cocaine and/or marijuana with children in the house, Child Protective Services took their children into custody and placed them in emergency foster care. Det. 113 agents went with CPS and Weber County Narcotics Strike Force; both agencies were serving warrants based on OSI's UCA's affidavit.

Ultimately 21 substantive drug investigations and two fugitive cases were opened. Two of the main targets, Senior Airman Andrew Justen Shaw and Airman 1st Class Joshua Todora were both court martialed in August. Airman Shaw was court martialed on the charges of two counts absent without leave, distribution of ecstasy, marijuana, cocaine and mushrooms, and use of mushrooms, cocaine and marijuana. Airman Shaw pled guilty to all charges and under a pre-trial agreement, received a reduction to E-1, 21-months confinement and a Bad Conduct Discharge. Airman Todora pled guilty to two counts of failure to go, use of ecstasy, cocaine and mushrooms but pled not guilty to use of marijuana. Airman Todora was found guilty of all charges except use of marijuana and received a reduction to E-1, six-months confinement and a Bad Conduct Discharge. All other subjects are currently referral of charges and/or awaiting trail.

"Drug abuse is a problem on every DoD installation and even though Operation Hillbilly Hustle was a short operation, it was a good yield, based on its target audience — younger airmen and NCOs," SA Cunningham said. "Most of these airmen used recreational drugs, with one or two being the main distributors. It has been an experience that in some way reflects a widespread tolerance of recreational drugs within the broader community."

Det. 113 works daily to ensure the Hill AFB community understands that as military members, they are under rules that are different from the rest of society.

According to special agents at Hill AFB, marijuana is still the drug of choice for most military members, with cocaine, mushrooms and ecstasy following closely. Methamphetamine is far lower on the preferred drug list by military members, but the accessibility of it keeps it under the watchful eye of the OSI special agents.

"You have to start somewhere and a short two-week operation that nets 21 individuals involved in illegal narcotics is a pretty good start," SA Loyd said.

# BORNE LEADERSHIP: Straight out of the gate

## Answering the call for academy instructors

By Special Agent Gerding

*U.S. Air Force Special Investigations Academy*

Think back over your life and consider this question, "Who was the most influential person in your life?" Was it a teacher, a coach, a supervisor, a parent or a friend?

What were the qualities of this person that made them come to mind immediately?

Chances are the person you thought of was someone who demanded the most from you. They expected, inspired or somehow motivated you to be the best that you could. In doing so, were they not only firm, but also fair? Think about it.

If you see this person as a positive force in your life and if opportunity rarely knocks at your door, take notice. The U.S. Air Force Special Investigations Academy at the Federal Law Enforcement Training Center, Glynco, Ga., is looking for select individuals to answer the call or "calling" to be instructors.

"An instructor assignment at the academy is part of the Air Force Total Force Development construct," said Col. Keith, USAFSIA commander.

There are three pillars of an instructor assignment at the academy.

"First, there is coaching, mentoring and training the students. Second, instructors are developing curriculum, writing lesson plans and refining tests. Third, is developing the individual instructor outside of line duties through professional certifications, training and select projects of need in the command," Colonel Keith said.

"This provides a rare opportunity for instructors to broaden their horizons further by continuing their own education or by publishing articles that raise the visibility of key operational or training issues in the command," Colonel Keith said.

Tech. Sgt. Kush, NCOIC of Curriculum and Training Management at USAFSIA, sees instructor duty at FLETC as a great opportunity.

"Although demanding of time, the structure of this assignment provides the chance to help you get promoted because you're always in the books," Sergeant Kush said.

He also pointed out the affiliation between USAFSIA and the Community College of the Air Force. As a result, Sergeant Kush said all



instructors are gaining valuable college-level teaching experience.

There are currently 47 active duty, civilian and reserve OSI instructors and course managers assigned to USAFSIA and its five subordinate units.

"Qualifications to be an instructor are five years of investigative experience and an associate's degree," Sergeant Kush said. However, instructors must also successfully complete the Law Enforcement Instructor Training Program of FLETC. "Instructors then enter an internship program, which culminates with the awarding of an Occupational Instructor Certificate recognized by the CCAF," Sergeant Kush said.

Lt. Col. Pecko, USAFSIA director of training, explains the curriculum at FLETC.

"There are two primary courses at FLETC for OSI, the 11-week Criminal Investigator Training Program and the eight-week Basic Special Investigator's Course, also known as the follow-on course or the agency specific basic course," Colonel Pecko said.

There are also a variety of advanced courses currently being taught and developed by the OSI FLETC instructor cadre, according to Colonel Pecko. These topics range from economic crimes, counterintelligence, protective services and antiterrorism, and firearms.

Since the move from Andrews AFB, Md., to FLETC in June 2002, USAFSIA has seen a surge in operational tempo. In fiscal year 2004, USAFSIA student throughput increased by 65 percent, conducting seven BSICs and 23 advanced courses.

"The current tempo should be maintained for approximately one more year in an effort to train the additional 154 enlisted agents recently authorized for the OSI career field and to keep pace with normal attrition," Colonel Pecko said.

One aspect of the academy curriculum the leadership and staff are very excited about is the program's new approach.

"The staff redesigned the BSIC to increase realism, maximize operational focus and make it





*A special-agent-in-training conducts lab training at the Federal Law Enforcement Training Center, Glynco, Ga.*

photo by SA Gerding

a natural progression from the FLETC CITP," Colonel Pecko said.

Every day, students are performing tasks they will be required to perform in the field. These tasks are not neatly packaged into a day of one subject or a week of another. OSI special agents-in-training are multi-tasking, balancing source meets, I2MS inputs, interviews, etc. That is the real world in which agents must function and is now the training environment that students are exposed to during the BSIC.

This operational approach weaves a series of tasks throughout the entire training course in the form of an on-going investigation from case initiation to the final report. All evidence, searches, interrogations, documentation, etc. are conducted along the way to build a case just as agents would do in the field. After all, the real final exam is doing the real job.

The instructor cadre at USAFSIA is comprised of agents from a variety of backgrounds,

specialties and personalities. Most importantly, they are all volunteers.

"Wanting to be here is critical," instructor and Special Agent Masano said.

"The instructors' enthusiasm is contagious with the students. If an instructor did not want to be in the classroom, there would be signs of their discontent reflected in the training and in the students."

All instructors cited the rewards of seeing students

develop and grow throughout the training process and then throughout their careers as the most fulfilling aspect of this assignment.

"It's rewarding to get a call from a student, now in the field, who tells you about getting their first confession," said SA Masano, who specializes in interviewing and interrogation.

"Seeing the students in the field delivering our product and knowing you had an impact," is one of the things instructor SA Chinen said he likes most about the job.

This direct influence on field agents is one reason SA Chinen would recommend the instructor assignment.

"New instructors bring a new breadth of experience to continue the training," he said. "Instructors have to want to do the job, get down in the weeds and get that buy-in from the students."

"This is the most challenging and rewarding job I've ever had in the Air Force. I would recommend it without hesitation," said SA Lindley, USAFSIA instructor.

One of the aspects SA Lindley said he likes most about his assignment is, "FLETC is not an Air Force base. You are at a training center designed just for that function. The students are eager to learn, so it's easy for us to keep them motivated."

Instructor SA Corbitt agrees and realizes the great responsibility of this position.

"FLETC is all about training. If you want to be in police training, this is the place to be. It's a one-of-a-kind facility in the world," he said. "Teaching compels you to learn. I have a lot more appreciation for teaching in this context versus training from the past. This is an opportunity of a lifetime."

The fact is all USAFSIA instructors are highly motivated. They complement the academy by their years of practical, hands-on experience in their respective fields, and by their abil-

***"Helping others to lead better is a gift of inestimable value — in its most basic form, mentoring is just people helping people."***

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ity to personally relate the often-stark dichotomy between the theoretical and the practical.

Instructors lead the way in showing where the classroom and the street ultimately meet. An instructor's entire career worth of insights and anecdotes are what genuinely captivates a wide-eyed student audience thirsting for something tangible to relate to in order to validate their presence at the academy and in their chosen vocation.

As successful professionals in OSI, instructors have proven themselves in their individual fields of expertise. They have done this usually while simultaneously obtaining their advanced educational credentials.

This assignment is more than just their next billet. These individuals are following a calling toward teaching. They have come to offer what it is they were called for: coaching, mentoring and teaching. Instructors offer counsel and a valuable perspective to those just entering a new career

path.

This may be your opportunity to lead, to become the person that came to your mind when you considered the question of who had influenced you most. You have the enviable opportunity to effect permanent, positive influence on many people who will continue to shape the future of OSI and the Air Force. Think about how you want to be remembered as you make your mark and burnish your legacy. Will your name be the one thought of when others are asked, "Who was the most influential person in your life?"

For additional information, contact the U.S. Air Force Special Investigations Academy, Federal Law Enforcement Training Center, 1131 Chapel Crossing Road, Building 395, Glynco, Ga., 31524, (912) 267-3388 / 3327 or visit the USAFSIA Web site on the Internet at:

[http://afsiaweb.ogn.af.mil/SIA\\_web/new/index.html](http://afsiaweb.ogn.af.mil/SIA_web/new/index.html).

## OSI leadership explains hiring calibration

Q: Has OSI established a civilian agent "hiring freeze?"

A: No! Let me provide some history and perspective ... Since Sept. 11, 2001, OSI has had to meet dramatically expanded mission requirements. We sought and received equally dramatic increases in enlisted and civilian agent authorizations. We now have 420 civilian special agents in OSI -- almost double our number of only five years ago. Fifty more entry-level civilian agents will be going through the Federal Law Enforcement Training Center in fiscal year 2005. This rapid growth in our civilian special agent cadre was made possible by an extraordinary and successful effort to recruit, vet and hire top talent at the GS-7/9/11 grades and through select hiring of experienced and uniquely qualified criminal investigators from other agencies and from the active duty ranks of OSI.

It would be more accurate to say that we have now moved into a force management phase where we are carefully "modulating" and "calibrating" our civilian agent hiring and grade structure. Consistent with Air Force force

development objectives, we are managing our civilian agent hiring to afford career growth, experience and promotion opportunity to the 420 civilian agents currently in the force.

What will the future hiring picture look like? We will continue to hire VERY selectively — generally at the GS-7/9/11 grades — from among thousands of applicants. This very selective and carefully calibrated hiring will address normal attrition (which is currently unexpectedly low at only seven percent over the past year) and modest increases in end-strength (54 new civilian agent positions through fiscal year '06). As we do with the officer and enlisted corps, most new accessions into the civilian cadre will be entry-level and we will afford them world-class training, experience and leadership opportunities as they advance within OSI over the course of their careers.

Although we are currently not advertising GS-12 and GS-13 vacancy announcements on the OSI Web page, we are continuing to recruit at the GS-7/9/11 levels at universities and diversity career fairs. As necessary over the com-

ing year, we anticipate we may advertise widely on the Web during brief periods (no more than a few weeks) for agents at the GS-7/9/11 target 12 levels, and we may advertise "B" (age-waiverable) announcements at the GS-7/9/11 target 12 levels when we need a unique combination of skills and experience we can only get from retiring active duty OSI agents.

Absent another 9/11-like shock and challenge to our national security, this "modulation" phase in our civilian force management strategy will: 1) likely continue for the foreseeable future — several years; 2) allow us to keep grade structure (and civilian pay costs) within established budget limits; 3) allow us to pay civilian E-E deployment costs; 4) allow us to develop our current force of GS-7s, 9s, 11s, 12s, and 13s into the GS-14, 15 and SES ranks for the future; 5) afford us future flexibility to hire from the ranks of retired OSI active duty agents when we require uniquely qualified, accomplished, skilled, experienced, and proven performers and leaders.

— **Mr. Dan Butler**  
*Executive Director*

# OSI offers internship program

By Ms. Celisa Stephens  
OSI Recruiting

A significant challenge in remaining the "The World's Best Investigative Agency in the World's Best Air and Space Force," is attracting talented professionals. This is not always an easy undertaking when you consider the number of investigative agencies those pursuing a career in law enforcement have to choose from. To meet this challenge, OSI will inaugurate an Internship Program aimed at encouraging college students to consider a career as a criminal investigator and provide students with valuable work experience with an investigative agency.

The command is looking for students with a broad range of majors, to include Psychology, Sociology, Criminal Justice, Political Science, Computer Science, Foreign Languages, International Affairs and Forensic Science. The program commences January 2005, and is open to any full-time, junior, senior, or graduate, continuing student, in good academic standing, at an accredited institution. U.S. citizenship is required.

Students will perform their 10 to 12 weeks internships at OSI headquarters or at base-level detachments in one of three areas: general criminal, forensic science, computer crime or fraud investigations.

Vital to making the Internship Program a success, and providing tangible benefits to both the student and our organization is the support of OSI mentors, supervisors and personnel at all levels. We will depend heavily on mentors to provide essential support in facilitating the students' move from the classroom to the professional work environment.

"This program will succeed in exposing interns to the importance of our work, and showing us what these young recruits are capable of doing, if we use care in identifying meaningful projects and initiatives they can participate in, and we assign them to experienced and exceptional OSI role models," said OSI Executive Director Mr. Daniel Butler.

The Internship Program is yet another tool in ensuring OSI is always prepared to, "Deliver special investigative services to protect Air Force and Department of Defense people and resources world-

wide."

The Internship Program will go through a one-year test phase with the assignment of interns to the National Capitol Region and Hill AFB, Utah only. Upon the completion of the test phase, the program will be made available to all locations. Please feel free to contact the program manager at DSN 857-2174 for further details.

***The Internship Program will go through a one-year test phase with the assignment of interns to the National Capitol Region and Hill AFB, Utah only. Upon the completion of the test phase, the program will be made available to all locations.***

## Reserves, cont'd from page 3

as a group and provide important information to others in the command.

Although we have numerous reservists available and ready to support us when needed, we are still faced with recruitment and retention challenges. Colonel Taylor is developing an aggressive plan to increase our IMA assets, but we need your help in the recruitment and retention of this vital force. Not only do we need new OSI reservists, but we also need to re-approach those reservists who have left the command. OSI is a total force multiplier because we have the combination of military, civilian and contractor mix, as well as the expertise brought to us

through the skills of our reserve cadre. We need to keep this energy and build our reserve force to a stable level to sustain us in future years. Let's all do what we must in order to keep our reserve force as an active and vital component of the OSI team.

Without the vision, support and confidence of our reservists, OSI would not be able to perform all the many functions we do each and every day. They are, without a doubt, a vital driving force in our command to keep our momentum continually moving forward. On behalf of the entire command, I express our collective thanks to acknowledge the hard work and dedication of every member of the OSI reserves and to recognize the service they provide to our command, our Air Force and our nation.



# OSI agents help save lives at Bagram

By Master Sgt. Andrew Gates

455th Expeditionary Operations Group Public Affairs

BAGRAM AIR BASE, Afghanistan (AFPN) — When responding to attacks against Bagram, one team's philosophy is simple: The best defense is a proactive offense.

That offense is supporting the base operations defense plan, said Special Agent Rutherford, OSI detachment commander here. The team includes Army military police, Air Force security forces and explosive ordnance disposal experts and many others dedicated to preventing attacks.

"This has been an outstanding opportunity for us to work together with the Army, who owns the base, and many other professionals to bring safety and stability to the people who work on Bagram," SA Rutherford said.

SA Rutherford and co-worker, SA Suydam, are from the OSI's Antiterrorism Specialty Team at Lackland AFB, Texas. They have received specialized training to operate effectively and safely in a high-threat environment such as Afghanistan.

"(Suydam) and I are certified instructors, so we can give the people responding to attacks some specific training to help them safely accomplish the mission," SA Rutherford said.

The key to being proactive is trying to uncover the indications and warnings of an impending attack, he said.

"We work with Army military police and

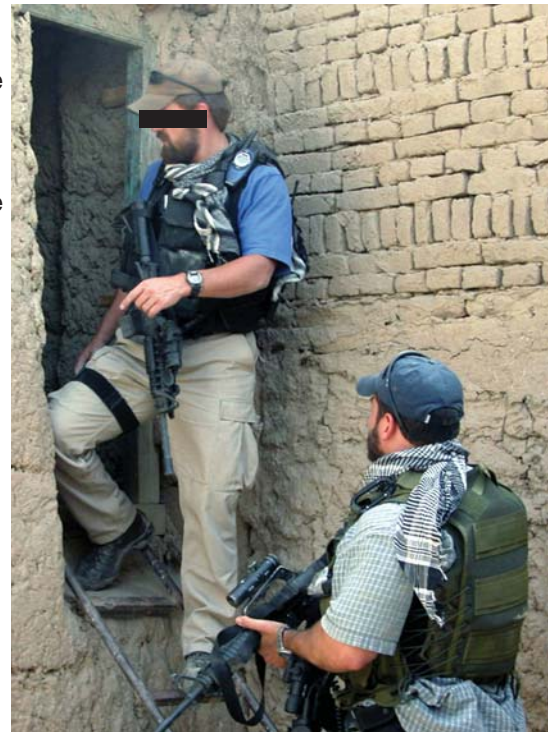
agencies in a specified area around the base to develop leads to discover illegal weapons caches and possible attacks," SA Rutherford said.

Their efforts have been effective, as they have discovered more than 13 illegal weapons caches in three months. In these caches, the team has discovered more than 12,000 weapons, including heavy machine guns, anti-personnel mines and 107 mm rockets.

"Stand-off weapons, such as the 107 mm rocket, seem to be the weapon of choice for attacks here," SA Rutherford said.

Although the team's goal is to stop all attacks against the base, it is not always successful. If an enemy attacks, as one did in late June, a rapid response team gathers.

"We stand up operations immediately after an attack," SA Rutherford said. "We bring together security elements, EOD and medical teams, coordinate with the Army to find out what (troops in observation) towers are seeing, examine the intelligence available and go through a rapid mission planning process."



Above: Special Agents Suydam (left) and Rutherford search for a weapons cache inside a false wall.

Left: Special Agents Rutherford (left) and Suydam plan a response while investigating an explosion. The two discovered an explosive extraction operation where the subject killed himself after accidentally triggering the explosive.

Opposite page: OSI agents and Army military police respond to a rocket attack.



photos by Tech. Sgt. Bobbie Jo King





*... our  
teams go in  
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whelming  
force. I don't  
want a fair  
fight if it  
comes down  
to that.*

After coordinating with the Army, team members will go out and talk to local contacts to find out where the attack came from and learn what information they can about the attacking group, he said. The process is quick; getting from the planning meeting to rolling out the gates usually takes about half an hour, he said.

That speed is important for two reasons, SA Rutherford said.

"First, this is the only response the base is going to have," he said. "We are not going to wait for an attack and sit back and allow (the enemy) to shoot at us at will; we will come out and find out who's responsible and apprehend them, if possible. They know we will be coming out there, so it narrows their targeting cycle. They are not going to be able to sit in one area all night long and just walk rockets onto the base."

The second reason for speed is to preserve evidence.

"The longer you wait to respond, the further the attackers will get away, and people will start to forget important information," SA Rutherford said.

During another rocket attack, the speedy response allowed the team to identify the point of origin. When they got there, team members found three more rockets and a possible explosive device. EOD experts were able to defuse the weapons, SA Rutherford said.

Quick reaction also gives the team more information as to who might have conducted the attack, because the experts are able to identify motivations of the attackers and which groups the attacks might have come from, SA Rutherford said.

Most of the people the team encounters are supportive of the base, he said.

"About 99.9 percent of the people we encounter are extremely supportive of our

activities; kids give us thumbs up [and] people are friendly," SA Rutherford said. "This base is a center of gravity for national security and the locals recognize that. We have a better relationship with the locals than many other bases. They know we work for the base, and we're trying to keep the area safe. There are lots of outside groups (that) are losing traction; they have lost their standing in the area."

The quick response and proactive searches for weapons caches have meant that fewer enemies from those "outside agencies" have attacked here recently.

"We received information ... that the base was to be attacked one night when illumination conditions were perfect for a rocket attack," SA Rutherford said. "We went out, woke people up, responded to see if we could discover what was going on and possibly prevented an attack. Although there was no attack that evening, we got ahead of the curve."

When they respond, team members go out in full force. Regular joint operations are commonplace, especially when rapidly responding to a threat.

"We respond with Army MPs (and) bring in significant firepower and presence," SA Rutherford said. "I don't believe in parity; our teams go in with overwhelming force. I don't want a fair fight if it comes down to that."

The proactive offense, rapid response and overwhelming force are the hallmarks of an effective program, SA Rutherford said.

"I'd like to think being proactive, taking illegal weapons off the street and responding quickly have a negative impact on the bad guys' operations," he said. "They can't hide weapons caches anymore and can't watch the base with impunity — we'll find out."

# Helping the warfighter fight the war

By Special Agent Stahl

*Investigative Requirements Division*

Saving lives and bringing agents the latest and greatest technology in the law enforcement community, that's what the folks in XPR do everyday. Armored vehicles, body armor, Generation II deployment kits, post bomb blast kits and the list goes on and on, these are just a few of the items XPR has brought to the field in past few years.

So who or what is XPR? It's the Investigative Requirements Division for OSI's Directorate of Plans. XPR is OSI's bellybutton for research and development, R&D, within the command.

"XPR's slogan 'What's best for the field agent?' is XPR's guiding principle when procuring equipment for the field," said Chief of Investigative Requirements Major Sullivan. "Since the war in Iraq began, we have spent more than \$60 million dollars in support of Global War on Terrorism initiatives, an astounding figure for an office whose annual budget is less than \$5 million."

XPR is a multi-disciplinary office comprised of personnel from several investigative backgrounds including general criminal, forensic, computer criminal investigator and technical services.

Together XPR seeks innovative solutions through research and development, to fulfill the field's emerging requirements. This year alone, XPR has managed more than 100 projects spanning the entire OSI mission spectrum.

"When it comes to command standard investigative equipment, XPR is involved," Major Sullivan said.

"In fact, XPR works directly with OSI program managers to establish command standards. Bottom line, if you're an agent in OSI, whether generalist or specialist, you use investigative equipment procured through XPR."

Of the hundreds of projects tackled by XPR over the years, some have saved agent lives, while others continue to enable OSI to make significant contributions to the GWOT.

One of XPR's most significant contributions to agent safety has been the procurement of lightly armored vehicles for Iraq. In fact, Major Sullivan knows first hand the importance armored vehicles play in wartime situations.

An LAV played a huge part in saving her team's lives when they were ambushed by small arms fire during her recent deployment to Iraq.

"There is no doubt in my mind we would have suffered casualties that day had it not been for the LAV we were in," Major Sullivan said. "Since our incident, several other agents in LAVs have come under fire in Iraq; however, thankfully no one was injured during those encounters."

All of OSI's armored vehicles are procured using State Department standards and sources.

"We work directly with the contractor to design and build the best armored vehicles technology and funding will allow. We regularly solicit feedback from the field regarding how to improve the LAVs. That compounded with weekly contact with the armorer has allowed OSI to exceed even Department of State requirements for armored vehicles."

To date, XPR had shipped 31 new Toyota Land



OSI file photo

*Special Agents Sullivan, Lunardi, Batts and Shawn McCarthy stand beside the ambushed LAV in Iraq. While deployed to the Coalition Provisional Authority - North, they were attacked in Mosul, Iraq. This attack, the first for OSI in Iraq, identified potential vulnerabilities in OSI's LAVs and resulted in XPR working with the armorer to ensure OSI's current LAVs were improved to the point they exceed State Department standards.*

***“There is no doubt in my mind we would have suffered casualties that day had it not been for the LAV we were in.”***

Cruiser LAVs to Iraq and have 18 Chevrolet Suburbans on order for delivery early next year.

“Years ago, OSI’s LAVs were only armored to defeat handgun threats, but today we are designing and fielding LAVs with many features traditionally found on heavily armored vehicles,” Major Sullivan said. “Our LAV program is in a continuous state of improvement based upon the mission and threat. XPR not only solicits but welcomes constructive feedback from the field. In fact, feedback following attacks on LAVs in Iraq has resulted in several improvements to include additional levels of armor on the roof and armored protection for the fuel line.”

In addition to armored vehicles, XPR is also responsible for procuring body armor for the command. Currently, XPR is only purchasing new body armor for deploying personnel; however, a contract with GSA is pending which will outfit the entire command. The current command standard body armor is the Second Chance Monarch Summit, Level IIIA and tactical carrier with Level IV plates.

“This vest combination is designed to provide versatile protection for agents whether performing law enforcement or deployment missions,” Major Sullivan said.

XPR is also in the process of procuring and fielding a handheld multi-language translator for use by OSI agents deployed or stationed overseas. This translator, aka Phraselator, uses voice recognition along with a database of common phrases to provide a basic communications capability for agents not formally trained in the local foreign language. To integrate this new capability into OSI’s wartime mission, XPR has coordinated with the U.S. Air Force Special Investigations Academy to incorporate this and other new technology into the Advanced Deployment Operations Course.

Over the last several years, XPR has fielded several mission specific deployment kits. The Generation I Deployment Kit was originally designed for the Antiterrorism Specialty Team, but quickly blossomed into the latest Generation II Deployment kit, which is being issued throughout OSI.

“At \$45,000 per kit the Gen II Deployment Kit has received rave reviews throughout the command. The kit contains a plethora of essential and nice to have equipment, including digital camera, camcorder, binoculars, range finder, night vision goggles and thermal infrared equipment. All housed neatly in Pelican cases ready for travel at a moments notice,” said Special Agent Ashley, project officer. “These kits are being used in most OSI deployed locations with outstanding results.”

XPR is also close to fielding an automated digital fingerprint system. The system will be integrated with I2MS and utilize the FBI’s automated database for quick reference and query responses.

“Once perfected, this capability will allow fingerprints to be scanned, rather than printed, and automatically sent to the FBI,” SA Ashley said. “Unlike the paper system, agents will receive a Department of Justice response regarding the fingerprints they submit. Additionally, the systems will automatically quality check prints before submission eliminating return prints by the FBI.”

Following Sept. 11, 2001, XPR teamed up with the forensic sciences consultants to design and field Post Bomb Blast Kits. The kits are patterned similar to FBI post bomb blast kits and prepositioned at strategic locations around the world for use in a contingency or mass disaster situation. Fourteen Post Bomb Blast Kits were created and palletized for easy transport as needed. In addition to the palletized Post Bomb Blast Kits, 14 mini Post Bomb Blast Kits were designed and shipped to Iraq and other places in the Middle East. The mini-Post Bomb Blast Kits are only the size of a Pelican case and can be used in lieu of the much larger palletized kit or to augment the detachment until the palletized kit arrives.

Another tool purchased by XPR to support the forensic program is the Total Station, a state of the art forensic mapping system. Total Station looks similar to survey equipment and can be quickly and easily set up at indoor or outdoor crime scenes. It conducts a full 360-degree assessment of the area.

“It works by positioning a prism at a desired spot, which reflects an infrared beam back to the Total Station where a microprocessor automatically calculates distance, height and angle. This information is then sent to a handheld PC called a Data Collector, which is later used to download the information to a PC running MapScenes software,” SA Ashley said. “The MapScenes software allows the operator to put titles, legends and identify all types of objects like trees, buildings, vehicles, bodies, etc. with appropriate symbols. The result is an accurate and comprehensive electronic/digital map — crime scene sketch — that can be input into the I2MS case file.”

With the heavy emphasis on counterintelligence support, technical services are shifting to equipment better suited for CI operations.

“The ultimate goal of XPR technical services is to leverage technology while looking for innovative ways to fulfill OSI’s technical surveillance counter-

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measures mission,” said Technical Requirements Program Manager SA Rose.

Currently, XPR technical services personnel are building five TSCM LogDets to support world-wide missions. At a cost of \$2.25 million per LogDet, this will be the first dedicated technical equipment for deployments in OSI. In fact, the first LogDet will be used to open the new technical services office in Iraq later this year. Other XPR technical projects include GPS trackers, bomb jammers and the latest in photographic and surveillance equipment.

“XPR continues to provide the CCIs and computer forensic field examiners with the tools needed to support the GWOT,” said SA Aquin, CCI project officer. “Recent acquisitions include the Airlite V deployable computer forensic kit, affectionately called the “G-Bag” — short for geek bag.”

This new piece of equipment, along with several new forensic tools has given the CCIs an improved capability to deploy and operate in austere environments. The Airlite V is a computer built inside a hardened case on wheels. It has the capability to image, analyze and store electronic media in a highly mobile and lightweight package. Along with the associated forensic software, such as Encase, Forensic Tool Kit and Netscan Pro, most devices that store electronic mediums can be viewed and analyzed with this kit.

On the cyber front, XPR in coordination with the Information Operations and Investigations program manager, purchased two new tools to combat criminals and terrorists on-line.

“Ersatz Cube, a set of computers linked together to emulate a network, is being procured to assist in on-line operations and intelligence gathering initiatives,” SA Aquin said. “This new capability will enable OSI to identify new on-line threats to the Air Force and DoD.”

Additionally, new computing power is being fielded to IOI locations throughout the world to assist in evidence processing and analysis. Known as “Blade,” this rack of computers provides IOI locations with multiple computer processors in a rack system that can be used to crack passwords and conduct analysis on digital media files.

To further leverage R & D capabilities, XPR recently established an operating location with two agents at the Force Protection Battle Lab at Lackland AFB, Texas. This office was set up to push XPR’s planning horizon out beyond where it is now in terms of finding, adapting and fielding emerging technologies to help all agents accomplish their mission. The office’s responsibility is to expand counterintelligence, antiterrorism, counterterrorism and outreach initiatives that further enhance mission objectives in protecting DoD personnel, facilities and weapon systems. One project the Battle Lab is working on is Unmanned Aerial Vehicles to support CI operations in Iraq. UAV capabilities currently being explored include tactical reconnaissance, protective service operation support and a tactical communications platform to support various CI operations.

Procuring the right equipment is one thing, but incorporating the training aspect is also important. That’s why XPR coordinates every buy with the Directorate of Training and USAFSIA in order to ensure all agents are properly trained on what they’ll be using in the field. It’s no surprise that XPR’s R & D efforts are central to keeping OSI at the forefront of technology and in living up to XPR’s slogan “What’s best for the field agent?”

“I’m very proud of XPR’s accomplishments and the technology and equipment we’ve provided to OSI’s warfighter,” Major Sullivan said. “Just keeping up with technology alone is a full time job and my folks have excelled in every way.”

## XPR Who’s Who

**Maj. Sullivan** — Chief, Investigative Requirements

**SA Szymanski** — Deputy Chief, Investigative Requirements

**SA Aquin** — CCI Requirements Project Officer

**Senior Master Sgt. Morales** — Resource Manager

**SA Stahl** — General Crimes, AST, PSD, Armored Vehicles, Body Armor

**SA Rose** — Technical Requirements Program Manager

**SA Mike Kairis** — Technical Requirements Project Officer

**SA Carow** — Technical Requirements Project Officer

**SA Ashley** — General Crimes, Forensics, Automated Fingerprint System, Gen II Deployment Kits

**Mr. Hastings** — Command Photographer

**Mr. McDowell** — Technical Requirements Project Officer

**Maj. Lukowski** — Research and Development Project Officer, OL-BL (Battle Lab)

**SA Imel** — Technical Research and Development Project Officer, OL-BL



# OSI making history

## *At the forefront of a new defense command for Homeland Defense – Homeland Security*

**By Lt. Col. Garcia**

*Region 8 Vice Commander*

Thinking I was being assigned as the new U.S. Space Command CISO, Counterintelligence Staff Officer, in July 2002, I was quickly catapulted into assisting the U.S. Space Command J2, intelligence, staff with final preparations for launching a new geographic combatant command from ground zero — history in the making it turned out to be.

I was selected to be the first deputy commander of a new combatant command's Combined Intelligence and Fusion Center. Almost a year after full operational capability, many in the Air Force, Department of Defense, and the national community are still unaware of U.S. Northern Command; its mission, roles and responsibilities. The following briefly explains the command and how OSI became involved.

Numerous changes occurred in this country post the Sept. 11, 2001, attacks. In July 2002, President George W. Bush issued his National Strategy for Homeland Security, which outlined objectives to: prevent terrorist attacks within the United States; reduce America's vulnerability to terrorism; and minimize the damage and recover from attacks that do occur.

What does all this mean? The president authorized the establishment of U.S. NorthCom Oct. 1, 2002, making it the first Combatant Command with exclusive geographic and operational responsibility in the domestic United States. The Commander of NorthCom, Gen. Ralph E. "Ed" Eberhart, is the first military commander with sole operational authority over domestic military operations since the Civil War. The command's mission is to conduct operations — land, aerospace and maritime — to deter, prevent, and defeat threats and aggressions aimed at the United States, its territories and interests within an assigned area of responsibility; and as directed by the president and defense secretary, provide military assistance to civil authorities including consequence manage-

ment operations — this is what makes the command unique. The command is also responsible for certain aspects of theater security cooperation and coordination with Canada and Mexico. Not since George Washington's Continental Army has there been a military command in charge of defending the homeland.

As an OSI member on the U.S. NorthCom staff, I was responsible for putting together the counterintelligence and law enforcement, CI/LE, portion of a unique fusion center. Unique because we converted the previous U.S. Space Command Joint Intelligence Center, and literally the next day stood up a fusion center designed to bring together two very staunchly different cultures: law enforcement and intelligence communities. Here is where the fun began for me.



Before the Department of Homeland Security and Terrorism Threat Integration Center, the Combined Intelligence and Fusion Center was designed to "fuse" national and theater intelligence, and CI/LE information into all-source, predictive threat estimates, indications and warning. The CIFIC was designed to assess threats for North America, in its full global context, to the commander, his staff, and subordinate commands, as it affects U.S. homeland security and defense ... playing the "away game" as General Eberhart depicts, to avoid another "home game" like Sept. 11, 2001.

I had to learn processes and concepts like Operational Net Assessment to ensure effects-based decision-making and operations, and quickly became familiar with asymmetric and strategic threats. We worked collectively with Canadian CI/LE and intelligence counterparts for security cooperation in the maritime and info-sharing domains.

The CIFIC was a novelty in the first months of its existence, with high-level visits from congressional staffers to senior flag-level members from national agencies, OSD, Joint Staff, Canadian Defense Headquarters, and most recently, interactions with the press and media.

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We were responsible for connecting the dots from various disparate information, including geo-spatial intelligence and DHS, information to build a knowledge-based intelligence common operating picture for the command. The challenge was, and still is to a certain extent, clashing of two very staunch traditional cultures and communities: law enforcement and the intelligence community — protection versus sharing of information, a delicate balance.

The other daily challenge is intelligence oversight requiring careful mission and legal balance and quality execution everyday to not violate civil liberties. The CIFC was specifically designed to consist of intelligence and law enforcement professionals. We broke ground on information-sharing initiatives and collaborative projects with agencies like the FBI Office of Intelligence, TTIC, DHS Infrastructure Protection, Defense Intelligence Agency/Joint Task Force - Combating Terrorism, Counterintelligence Field Activity, National Geospatial Intelligence Agency and Transportation Security Agency Office of National Risk Assessment.

U.S. NorthCom is different because of how it operates within the continental United States. General Eberhart has stated, "Since standing up the command, we believe we have redefined jointness and interoperability with DoD, other departments and organizations. We're developing new relationships and conducting extensive exercises in concert with the total force and total national team..."

The command has a robust Interagency Directorate, to include representatives from various law enforcement agencies, with a Washington Office in the Pentagon that is the conduit to NCR agencies. The CIFC also houses a National Intelligence Support Cell involving representatives from various intelligence agencies. The CIFC, under the J2 construct, is dual-hatted to support NORAD, the North American Aerospace Defense Command. My counterpart in the CIFC for NORAD support was a Canadian Air Force lieutenant colonel, now a Navy commander. The command also has full-time National Guard personnel on the command staff to facilitate the partnerships with the National Guard Bureau, especially when task organizing to support civil authorities during a major security event or natural disaster.

Pioneering is not new to OSI. OSI took an active interest by detailing an agent to support the standing up of a new homeland defense command tasked with a historic challenge to defend our nation's homeland. I had the

opportunity to influence the sharing and collaboration of information between law enforcement and national intelligence entities; provide feedback to the new under secretary of defense for intelligence on intelligence reform issues; briefed senior congressional — House and Senate Armed Services — staffers on information sharing; assist with the CI/LE structure for emerging missions (e.g. Joint Interagency Task Force – North concept); and assist the Canadian Defense Headquarters with the development of their national "Fusion Center".

"The importance of U.S. NorthCom is that it formalizes the role of the U.S. military in 'homeland security' on American soil during peacetime and during war," according to Marti Hiken in *Military Reorganization: NorthCom — The New Designer Military*."

General Eberhart states it best; "Never before has a command's mission success been so closely tied to the preservation of everything we hold dear. There's no greater calling and no bigger challenge than to defend our way of life at this critical time in our nation's history."

## Homeland Security versus Homeland Defense

Homeland security is not the same as homeland defense.

Homeland security is the prevention, preemption, and deterrence of, and defense against, aggression targeted at U.S. territory, sovereignty, domestic population, and infrastructure as well as the management of the consequences of such aggression and other domestic emergencies.

Homeland security is a national team effort that begins with local, state and federal organizations. DoD and NorthCom's HLS roles include homeland defense and civil support.

Homeland defense is the protection of U.S. territory, domestic population and critical infrastructure against military attacks emanating from outside the United States. In understanding the difference between HLS and HLD, it is important to understand that NorthCom is a military organization whose operations within the United States are governed by law, including the Posse Comitatus Act that prohibits direct military involvement in law enforcement activities. Thus, NorthCom's missions are limited to military homeland defense and civil support to lead federal agencies.

Source: [www.northcom.mil](http://www.northcom.mil)

# OSI's newest senior NCOs re-blue themselves at Lackland

By Chief Master Sgt. F. Lynne Shell

*OSI Command Chief*



In September 56 new master sergeants completed the OSI Senior Noncommissioned Officer Orientation at Lackland AFB, Texas. The course is mandatory attendance for all new master sergeants and is in its fifth year.

In 2000, while I was still assigned to Region 2, we held the first-ever OSI SNCO Orientation. The one-week course included seven new Region 2

master sergeants and two senior in grade technical sergeants. Chief Master Sergeants Richard Miller and David Grantham were also present and assisted me with the presentations and course work. These pioneers built the prototype for what is now the command's SNCO Orientation. Special Agent Maureen Lozania, one of the senior technical sergeants, attended the orientation in 2000 solely to evaluate the course's usefulness to NCOs transitioning from technician to manager. This year SA Lozania was promoted to master sergeant, was an attendee and praised the course stating it was exactly what she needed. She said she thoroughly enjoyed the feedback session and the opportunity to spend time in professional development with her peers and felt the course really hit its mark. I too am convinced we have it right.

Among the highlights of the weeklong orientation, Col. Dana Simmons, OSI vice commander, provided a view from the top, but also gave a history lesson that included well-researched and long forgotten information on the origin of the stripes worn by enlisted personnel.

For the first time this year we added physical training and community service to the already fully packed agenda resulting in a duty day that started for most at about 5:30 a.m. and ended at 5 p.m. Each morning, Master Sgt. select Sigmond Caesar led the group including the command's chiefs in warm-up stretching and the Air Force fitness test, which included a mile and a half run. To my surprise and delight, the new master sergeants reported each morning in a variety of Air Force emblazoned physical training gear. They were "Crossing into the Blue," "Waiting for you" and "AIR FORCE" all the way. Our fitness goals were to perform physical fitness training together and finish the week with no injuries — we succeeded!

The new master sergeants performed community service at the San Antonio Food Bank where they sorted more than eight tons of donated food and packaged the items into boxes to feed numerous families of four for a week. Our group packaged enough food to feed 480 people for one week. The director noted the group's time donated represented over \$24,000 sav-

ings to the food bank. The food bank contained enough food to feed thousands, however, by the end of our allotted time, the director had to force the group to stop and prepare for transportation back to Lackland — no one wanted to leave the task unfinished.

Mr. Marty Pitt, chief of Organizational Development, provided nearly 12 hours of leadership and management training focusing on team building, small unit dynamics and conflict management. This instruction helped the attendees gain a better understanding of how their management styles will be perceived and can affect the dynamics of the groups they will soon manage. Maj. Joseph Sanders, Secretary of the Air Force, Manpower and Reserve Affairs (Equal Opportunity), presented Diversity Training, which had also been briefed in May 2004 during the Aurora Grand to all of OSI's senior leaders. As the week progressed the new master sergeants also had an opportunity to witness leadership in action as our chiefs provided training on relevant topics such as core values, force development leadership and SNCO responsibilities to name just a few. The chiefs also provided individual career counseling to each new master sergeant. In past years, the career counseling has been the most valued aspect of the course, and it was clearly a success this year as well.

One of the highlights of the course was the tour of Basic Military Training and an opportunity to enjoy lunch with trainees. In 2002, we moved the course to Lackland because it is the Gateway to the Air Force for all enlisted members, but most Airmen never return to Lackland. We believed visiting the dormitories, awakening to the sound of Yellow Ropes counting cadence, the constant sound of drumbeats or physical training repetitions reinforces the desired Re-Bluing. On the final day of the course the master sergeants attend the weekly BMT Graduation. To our surprise Maj. Simon Morgan, an OSI special agent detailed to BMT, was the flight commander directing 1,000 graduating basic trainees. The parade ground was filled with parents, spectators and our new master sergeants who were acknowledged and seated in front at ground level as the flight was reviewed. This year our chief master sergeants chose Lackland as the permanent location for the orientation because there is no other place where there are so many vivid reminders to our newest SNCOs of their commitment to the Air Force.

Each year I select one of the new master sergeants to assist me in coordinating the course. The selectee helps the first year and runs the course the next year giving them great experience at organizing a conference or course. This year Master Sgt. Verna TM-Trice did an excellent job organizing the course and was assisted by Master Sgt. Sandra Johnson who will coordinate the course in 2005.

# OSI family member donates hair, helps other children

**By Staff Sgt. April F. Lapetoda**

*89th Wing Public Affairs*

ANDREWS AFB, Md. — During the summer months, many people around Andrews opt for a shorter hairstyle. Some do this to participate in donating hair to a non-profit organization called Locks of Love.

According to the Locks of Love Web site, the organization provides hairpieces to children who suffer from long-term hair loss mainly due to alopecia areata, which has no known cause or cure. It also provides hairpieces to children who have suffered from severe burns, radiation treatment to the brain

stem or dermatological conditions,

*Amanda gets her hair cut, which will be donated to Locks of Love.*



89th Public Affairs

which result in permanent hair loss.

Amanda N. DeVries, 9, daughter of Colleen DeVries, mother, and Staff Sgt. Eric N. DeVries, NCOIC Visual Intelligence, Headquarters Air Force Office of Special Investigations, went to a local salon Saturday and had 11 inches of hair cut, which she then donated to Locks of Love.

"I wasn't nervous about getting my hair cut," said Amanda. "I wanted to donate my hair to Locks of Love to help the little children. I'm also hoping that one of the wigs they make from my hair will go to my cousin Emma, (who's) 7 and has cancer."

This is the second time Amanda has donated her hair to Locks of Love. The first time was in December 2002, when she also donated 11 inches of hair.

"I think other people should donate their hair to Locks of Love because they help children who don't have hair feel better inside," said Amanda. "The children will be thankful to (those who donate) because people won't laugh at them anymore because they're bald."

Go to the Locks of Love Web site at <http://www.locksoflove.org> to find more information about donating locks to help others.

## Promotions



# Fitness uniform in production

WASHINGTON — The Air Force's first physical training uniform will soon hit the streets.

The new uniform was approved earlier this year by Air Force Chief of Staff Gen. John P. Jumper and is making its way into active service.

"We did a wear and fit test from January through March," said Senior Master Sgt. Jacqueline Dean of the Air Force Uniform Board. "We took all the feedback, and we now have established military specifications."

The uniform design was distributed to manufacturers who began full production around July.

The uniform ensemble consists of dark blue running shorts, a gray T-shirt and a dark blue running suit - all with reflective safety markings.

Sergeant Dean said the goal was to have enough uniforms by October to supply Airmen scheduled for immediate deployment. After that requirement is met, the uniforms will be available for purchase through the Army and Air Force Exchange Service.

The uniform will have a two- to three-year phase-in period. Sergeant Dean said the running suit costs about \$100, and the shorts and shirt about \$25. As of mid July, officials hadn't determined if Airmen will receive a lump sum allotment in October, an increase

in their annual clothing allowance or a voucher to pay for the initial requirement.

Although personal preference is the rule for shoes, Sergeant Dean said they must be conservative in design and color. Saluting will not be required while wearing the uniform, and jewelry wear will be the same as with other uniforms, so long as safety is taken into consideration.

Only active duty, Guard and Reserve Airmen will be authorized to purchase the uniforms from the exchange until adequate supplies are available.



Det. 531 photo

*Troops from Det. 531, Aviano AB, Italy, warm up and train together, preparing to meet the physical demands of our expeditionary force and getting "Fit to Fight!" Pictured from left to right: Inv Andrews, AT Ruiz, Tech. Sgt. Wallace, SA Beatty and SA Nix. Soon they will be able to work out in the official Air Force physical training uniform like those shown on the left.*



photo by Master Sgt. Scott Wagers

— **Master Sgt. Scott Elliott**  
Air Force Print News

*ProfessionalmilitaryEducation*



# A decade of change

*The U.S. Air Force Special Investigations Academy is ever changing to ensure agent training is top notch*

**By Christy Williamson**

*OSI Historian*

OSI personnel who have served at the U.S. Air Force Special Investigations Academy over the past 10 years can attest to the many challenges they have faced to maintain the high standard of training expected for its students. From a major move in the National Capitol Region to a complete relocation to the Federal Law Enforcement Center, the academy has undergone tremendous changes in the last decade.

In September 1994, the USAFSIA staff began moving the entire organization from Bolling AFB to Andrews AFB. The academy was then located in Bldg. 626, where it was dedicated in 1982. (Coincidentally, Bldg. 626, which had also housed Headquarters OSI since 1979, was demolished in 1999.) Col. Mark Roman, Commandant of the Academy at the time, remarked that the new and improved Bldg. 1413 at Andrews would provide bigger and better classrooms and state-of-the-art equipment, including a video studio production facility and a computerized firearms training system. Bldg. 1413 was dedicated the Joseph F. Carroll Building in October 1995.

Over time, as is always the case, the academy outgrew the Carroll Building and the com-

mand senior leadership began searching for other options. The leadership looked to FLETC, a state-of-the-art facility in Glynco, Ga., that could provide the facilities and training environment that neither the Air Force nor OSI could fund. In addition, moving the academy to FLETC would offer incoming agents the opportunity to train with more than 70 other federal, state, local and international law enforcement agencies in an environment designed specifically for their needs. The idea was a visionary one, but it would also mean breaking with a 50-year tradition of in-house OSI training. From the beginning, OSI had operated its own training facility, the oldest career field training school in the Air Force. Moving to FLETC would mean a

dramatic cultural shift for the organization, but the leadership gambled that it would also give OSI agents the opportunity to train in the best facilities the government had to offer.

The Secretary of the Air Force officially approved the relocation of the academy from Andrews to FLETC Sept. 28, 2000. For the next two years, members of the academy staff worked tirelessly to prepare for the transition.

On Oct. 3, 2002, a ribbon-cutting ceremony was held to mark OSI's official entrance to FLETC and Col. Dennis Keith took command. The first class of OSI special agents-to-be began training at FLETC Oct. 14, 2002 marking a new era in the command's history.



OSI file photo

*Ribbon-cutting ceremony for the Carroll Building at Andrews AFB, Md., October 1995*

